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# Business Plan For ACTION 2020



Prepared by

**The VISION 2020  
Transition Team**

October 20, 1999



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Business Plan

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# ACTION 2020 Business Plan

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## Executive Summary

This Business Plan recommends that a new, independent and community based non-profit organization called ACTION 2020 be incorporated. It will have the mission to:

"... promotes action towards a sustainable community in the Hamilton-Wentworth area".

ACTION 2020 is designed to be:

- REPRESENTATIVE of the economic and social and environmental sectors of the community, plus have education and local government partners;
- RESPONSIBLE for current and expanded Regional programs in sustainable development;
- SELF SUFFICIENT in terms of dependence for financial resources from any one government after a transition period; and,
- PARTNERS of organizations and individuals in implementing VISION and its 212 strategies for a Sustainable Community.

The Business Plan builds upon the work of the original VISION 2020 formulated in a massive community consultation between 1991 and 1993. VISION 2020 was renewed and revised between 1997 and 1998, again as the product of many hundreds of volunteers and organizational stakeholders. This Plan responds to the recommendations in the revised VISION 2020 for the development of implementation strategies throughout the community. The advice of many stakeholders was sought and obtained in developing this Business Plan.

This Plan sets out a governance and organizational framework for ACTION 2020. It will be a non-profit organization with a Board of Directors, a Patrons Council, Community Members (individuals and organizations), Task Forces and Action Groups. It responds to stakeholder concerns by providing:

- a structure to facilitate volunteer involvement;
- a mechanism to support citizen relationships with the Board; and,
- an independent organization that will work with governmental, community and private sector partners.

An initial Board will be put in place in order to begin the necessary steps for incorporation as soon as possible. A fully elected Board will develop the actual programs and activities in the light of the priorities it will establish for implementing VISION 2020. ACTION 2020 should begin its operations in 2000.

It is recommended that the Regional Municipality of Hamilton-Wentworth provide start up and transitional revenues to get ACTION 2020 moving. ACTION 2020 will seek and secure new revenues from a variety of sources, some of which are listed in the Plan. ACTION 2020 will also take over the costs and operations of current programs for community sustainability that are financed and implemented by the Region, thereby reducing Regional expenditures. The Business Plan provides an outline of a feasible budget for ACTION 2020.

# ***Mission Statement***

***ACTION 2020***

***promotes action towards a sustainable  
community***

***in the***

***Hamilton-Wentworth area.***



## Introduction

“...the best approach would be to build on the strengths that exist.”<sup>1</sup>

The community of Hamilton-Wentworth is exciting, vibrant and accomplished. Many of our citizens are involved in activities that deal with the quality of our lives, the environment and means to survive. Many were involved in the initial consultations to create “VISION 2020: The Sustainable Region.”

And yet, there is more to do. Our community has incredible strengths to build upon. We have wonderful service agencies, an economic environment that is strong, a vibrant cultural community and citizens that care. We are nestled within a geography that is beautiful, the Niagara Escarpment. However, many of our community organizations work in isolation, with limited means and strictly within their own sector. There are missed opportunities to partner, to share resources and to participate together in a meaningful way. The resources to ensure that we attain VISION 2020 are scattered and fragmented.

This can change with the strong support of our citizens, local government and the vibrant agencies and groups that exist in our community.

A large and extensive task was given to a group of individuals, the Transition Team, to create a business plan to ensure action and communication with regards to the ‘vision’.

The Transition Team is presenting the **ACTION 2020 Business Plan** as a means to work with the built-in strengths of our community. ACTION 2020 is the tangible, concrete movement towards VISION 2020. In the following document, it will become apparent that the ‘vision’ that so many of our citizens have contributed to is about to become something tangible and ‘real’.

ACTION 2020 is an opportunity to bring together the diverse elements of our community under the different theme areas of VISION 2020: the social, the environmental and the economic. This plan sets out a **governance** and **organizational framework** for ACTION 2020. The business plan responds to many comments of stakeholders throughout the community such as the importance of **transparency**, **fiscal accountability**, and **duplication of services**.

ACTION 2020 is a comprehensive and forward moving vehicle to ensure that Hamilton-Wentworth in the year 2020 will be the best that it can be.

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<sup>1</sup> Quote from Stakeholders’ comments

## Organizational Objectives

The 1998 Strategies for a Sustainable Community provides goals and implementation strategies for all the theme areas of VISION 2020. It also provides goals and strategies under the heading Program Recommendations. Reflecting these recommendations the organizational objectives for ACTION 2020 will be as follows: (see Appendix A - Excerpts from Strategies for a Sustainable Community and VISION 2020 Goals)

1. To broaden community participation in activities that achieve VISION 2020 and create a sustainable community.
2. To enlist new and existing partners and champions in all sectors in cooperative action to implement VISION 2020.
3. To develop a co-ordinated strategy for engaging communities and linking community action to achieve VISION 2020 goals. These networks will be based on co-operative arrangements between traditional and non-traditional allies.
4. To educate and build awareness of the values, principles and strategies of VISION 2020 among citizens, communities and organizations in the private, public and volunteer sectors.
5. To monitor, evaluate and publicize progress in implementing VISION 2020 and to stimulate action where needed.
6. To gather and share information on sustainable communities.



## Programs and Activities

The new ACTION 2020 organization will develop programs and activities according to priorities it establishes in the early stages of development. Stakeholder comments have expressed the importance of specific program directions such as, communication and promotional strategies, as well as a mechanism for priority setting. Balancing short and long term targets will ensure this initiative stays relevant and continues to generate involvement.

Board members will be responsible for establishing Task Forces in VISION 2020 theme areas; each Task Force will then decide on specific needs and establish ACTION groups to carry them out. This breakdown into clusters of activities is the essential ingredient in the creation of a successful organization. By establishing Task Forces which in turn lead to Action groups, the implementation of VISION 2020 is broken down into manageable sections and provides the opportunity for rural and urban local community groups to be directly involved; indeed they are the essential operational arm of ACTION 2020. At the same time, the Board will be a central forum.

There already exist a great number of organizations (from small volunteer groups to major industries) that are actively improving the quality of life in our community and pursuing sustainable development. ACTION 2020 needs to be able to support these organizations' efforts achieve VISION 2020 by building capacity. This capacity building could take many forms including:

- **Skills development:** management, marketing, social marketing, technical, fundraising, seminars, bursaries etc.
- **Networking:** casual networking opportunities or strategic partnership building
- **Resources:** funneling resources (money) into organizations taking action towards VISION 2020

The Transition Team reviewed existing programs and activities as a first step in the process. These programs can be divided into two streams, operational activities, and promotional programs and activities. Under the operations stream, the activities would include *Administrative Support Activities*, *Citizen Involvement - Volunteer Coordination*, *Endorsement for "Strategies for a Sustainable Community"*, *Conferences, Seminars and International Relationships*, *Website*, *Formal Liaison for the Decision-Making and Interdepartmental Staff Working Group*, and finally the *Periodic Comprehensive Review/Renewal of the Strategies*. Many of these functions are internal operations.



Within the promotional programs and activities area the following would be included, *Annual Sustainable Community Day*, *Sustainable Community Recognition Awards*, *Speakers Bureau*, *Newsletter*, *Mobile Exhibit*, and *The Education Activities*. These particular activities maintain the public profile of VISION 2020 and will be ACTION 2020's vehicle for public relations and promotion.

The presumption is that a significant shift in the Region's coordination and financial support for current VISION 2020 Citizens Committee activities will occur as these functions become the responsibility of the new organization. However, it would be practical for certain Regional roles to continue, some on an interim basis, and others on an ongoing basis as part and parcel of the Region's contribution to the partnership model.

One program that the Region and ACTION 2020 will work closely together on is the *Sustainable Community Monitoring Program*. The annual Sustainability Indicators are selected measures reflecting a subset of the VISION 2020 goals. The indicators were designed as a public communication tool to monitor community-wide progress towards a sustainable community. The Region would continue to be the lead on this activity and gather data and compile the Indicators report. However, it would deliver the results to the ACTION 2020 Board on an annual basis. The ACTION 2020 Board would then disseminate and distribute the information through one of their public activities.

Detailed outlines of ALL the activities listed with appropriate recommendations are available in Appendix B.

## Governance

### Introduction

This organization will be a not-for-profit corporation with a Board of Directors, a Patrons Council, Community Members (individuals and organizations), Task Forces and Action Groups. This model responds to stakeholder concerns by providing the following;

- a structure to facilitate volunteer involvement
- a mechanism to support citizens relationships
- an independent organization having partnerships with local government and other community agencies (Patrons Council)

Steps to incorporate "ACTION 2020" as a not-for-profit organization can be taken in the near future. After incorporation the Board should move as quickly as possible to seek charitable status.

### Board Composition

It is important that the Board of Directors of such an organization should be composed of active members of the community who are prepared to play a hands-on role. This is the group who will catalyze individual community associations into action. It also plays an overall role of education and public relations in the community with respect to the implementation of VISION 2020.

Board members will be responsible for establishing Task Forces in VISION 2020 theme areas and provide a communication network between all the different activities. The Board composition will reflect the VISION 2020 documents and its 14 theme areas. A recruitment strategy will be established to select 3 members from the sub-sections listed below. Each of the 5 broad areas should have 3 representatives, plus 3 members at large, making a total Board of 18 members.

- Education
- Environment
- Social
- Economy
- Local governments and boards

Three members at large - with financial and public relations expertise.  
In addition there should be some effort to reflect the composition of the local population. i.e.; geographic, ethnic, gender etc.

The Board Chair will normally be chosen by and from the Board in order to ensure continuity and expertise. A Board members' term of office will be two years with a limit of three consecutive terms. Terms should be staggered to ensure a rotation of directors. The Board should have a general authority to appoint members to fill vacancies during a term of office.

The Board should meet at least quarterly and keep proper minutes; it will require a majority of members to be present in order to act and decisions will be by majority vote. The Chair may vote but will not have a second or deciding vote, i.e.; a tied vote is lost.

The Board should appoint a vice-chairperson, secretary and a treasurer. It may appoint a nominating committee and such other committees as it thinks fit.

### **Initial Board**

The majority of the original Board members, including the Chair, would be selected by the Transition Team. These members will have the authority to make up the full Board who would all serve for 1 or 2 years. After the first year, new Board members would be chosen by the nominating committee and approved by the membership at the Annual meeting. The bylaws should allow for nominations from the floor and an election at the Annual Meeting. At the initial Board meeting, a quorum will be 2/3 present.

### **Job Description for Board Members**

A member of the Board of ACTION 2020 has one of the greatest opportunities that will arise in the next 20 years to serve the community of Hamilton-Wentworth. He or she will be an established community leader, who is committed to the goals of VISION 2020 and to the improvement of the quality of life in our Region.

Directors are responsible for the financial health of the corporation by securing financial support from other partners and seeking appropriate resources. They must approve annual and major project budgets. The Board is responsible for all contracts of the corporation.

Board members will work to ensure the support and participation of all sections of the community, governments, industry and commerce, not-for-profit organizations and private individuals, in creating a sustainable community.

The primary responsibility of Board members will be to manage the affairs of the corporation through the implementation of the VISION 2020 Strategies, approved by Regional Council in 1998.

Board members will be responsible for formulating, approving and implementing strategic plans and policies within the above framework. In general, specific programs will not be undertaken by the Board; nevertheless it will be responsible for an overall education program to lead to a sustainable community.



No Board member should participate in discussions or decision-making about a matter which may in particular benefit that member, or a member of his/her family, or someone with whom the Board member has a close personal relationship, directly or indirectly, regardless of the size of the benefit.

Board members are to attend Board Meetings and act in good faith for the benefit of the corporation.

## **Membership in ACTION 2020**

To ensure the widest possible involvement of the local community, membership in "ACTION 2020" should be open to both individuals and organizations, on payment of a small membership fee. The purpose of the fee is to indicate a certain commitment to VISION 2020; it can be set at different levels for different categories.

There should be at least two general meetings a year. The quorum for the annual general meetings will be 20 members present in person; there will be no proxies. Decisions will be by majority vote.

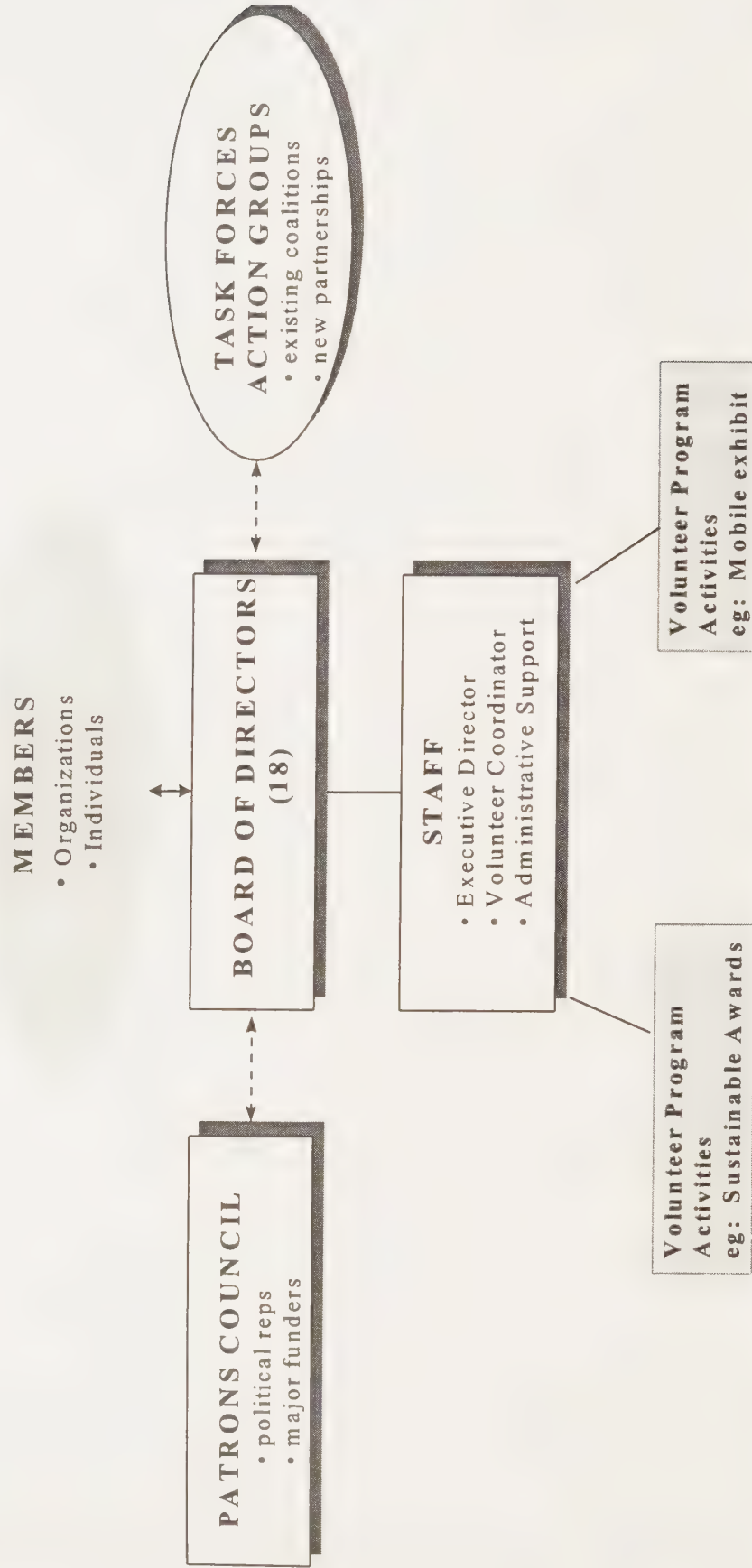
## **Patrons Council**

To improve co-ordination and communication across government levels and to aid in fundraising, it is proposed that a "Patrons' Council" be established. Such a Council would enable the Board to establish and define its relationships with various levels of government; at the same time it could facilitate inter-sectoral communication between the local leaders on the work of the Board. Further, a Patrons' Council would be an aid to fundraising by the Board and would enable funders to advise on appropriate methods of seeking resources to achieve the aims of ACTION 2020.

The membership would be open to all local MPs and MPPs, local Mayors, the Regional Chair, and the representative of any major funder. The Board Chair would also be a member of the Council to ensure two-way communication between the Council and the Board. The Council would meet once or twice a year and act in an advisory capacity to the Board.

## Organizational Model

# ACTION 2020 ORGANIZATIONAL MODEL



## Resource Requirements

The first and most important challenge for the founding Board of ACTION 2020 is capacity building; securing new funding sources will be critical to the success of the organization. The Team continues to work to develop a comprehensive 3 to 5 year financial plan, which reduces regional funding and identifies potential cost savings. As the dialogue continues, a more specific proposal will be developed by mid October.

VISION 2020 is a broad vision with 14 theme areas and 212 strategies. One of the major barriers to citizen participation is a lack of staffing and resources. While volunteers will contribute to the majority of the sustainability initiatives, paid staff people are imperative to provide leadership, facilitation, and administration. Resources are needed to ensure that any implementation mechanism is successful. Resources may include government or foundation funding, in-kind services and supports, as well as staff secondment from partner organizations. Whatever the formula is, core stable funding is essential for the long-term stability and effectiveness of the implementing organization.

### Start Up Costs

Expense Item	Cost	Details
Capital	NIL	assumes all equipment & furniture is leased
Office Expense*	\$12,000	printing, stationary, operating supplies
Legal Costs*	\$5,000	Incorporation, by-laws
Misc. Expenses	\$3,000	
<b>TOTAL</b>	<b>\$20,000</b>	

\* Cost offset by In-Kind Donation

### Summary Base Budget

Salaries *	\$146,625
Occupancy Costs	\$21,000
Administration	\$58,600
Council/Committee	\$1,000
Professional Fees	\$8,000
<b>TOTAL</b>	<b>\$235,225</b>

\* (average range calculated for salaries)



## Budget Breakdown Costs

### SALARIES

Executive Director	\$45,000 to \$65,000
Assistant	\$30,000
Support/Project Supervision	\$30,000 to \$50,000 also co-ordinates volunteers
Benefits @ 15%	\$16,500 to \$21,750
<b>TOTAL</b>	<b>\$126,500 to \$166,750 (\$146,625 - mid range)</b>

### OCCUPANCY COSTS

1 large office @ 350 sq. ft.	350 sq. ft.
2 offices @ 250 sq. ft.	500 sq. ft.
Meeting room	400 sq. ft.
Reception/utility/storage	250 sq. ft.
<b>TOTAL</b>	<b>1500 sq. ft.</b>
Rent (@\$8 sq. ft.)	\$12,000
Operating (@\$6 sq. ft.)	\$9,000
<b>TOTAL</b>	<b>\$21,000</b>

### CONSIDERATIONS

There is a close to 25% commercial vacancy rate in downtown Hamilton and many landlords will offer reduced rents or services as incentives. Square footage prices vary significantly within two (2) blocks of the downtown core. It is very possible that the space to operate may be provided by a local mall or government department/agency as an in-kind donation. The ACTION 2020 corporation, once it receives charitable tax status can also issue tax receipts for the commercial value of rent costs, which may prove to be an incentive for a commercial landlord to offer space.

### ADMINISTRATION

<b>Equipment</b>		\$4,000
	Copier	\$5,000
	Telephone	\$1,000
	Other	\$1,800
<b>Insurance</b>	Commercial	\$300
	D and O, E and O	\$3,000
<b>Office and Office Supplies</b>	Printing	\$10,000
	Paper	\$7,000
	Misc.	\$3,000
	Telephone/Faxes	\$3,500
	Staff training	\$3,000
	Bank service charges, credit card	\$1,500
	Annual meeting costs	\$2,500
<b>Postage</b>	7,000 @ 46 cents	\$4,000
<b>Travel</b>	Executive Director	\$6,000
	Staff/Board	\$3,000
	<b>TOTAL</b>	<b>\$58,600</b>

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## CONSIDERATIONS

Office supplies and printing may be offered by local firms in consideration of mention in distributed newsletter or bulletin. Postage and mailing costs may be covered by other agencies/governments as part of their general mailing costs.

The Transition Team is anticipating that a Board member who has accounting experience and expertise will be able to offer their services as an in-kind donation in order to reduce costs.

<b>COUNCIL/COMMITTEE</b>	
Misc. Meeting expense	\$1,000
<b>TOTAL</b>	<b>\$1,000</b>

<b>Professional Fees</b>	
Audit	\$3,000
Legal	\$1,000
Bookkeeper	\$4,000
<b>TOTAL</b>	<b>\$8,000</b>

## Possible Revenue Sources

The Transition Team recognizes the resource restraints that the Region must address and is strongly recommending that the new ACTION 2020 Board of Directors adopt as a priority, a long-term funding plan that highlights in-kind opportunities and alternate funding sources so as to continually reduce on a year-to-year basis the level of regional government funding required.

1. Membership fees
2. Project fees
3. Regional grant
4. Funding agencies
5. In-kind donations
6. Line item budget from Region
7. Social events/Fundraising functions
8. Professional service fees

Interest has been expressed by The Hamilton Community Foundation, Canada Trust Friends of the Environment Foundation and the Environment Canada's Agenda21 Local to consider funding proposals from the non-profit corporation of ACTION 2020. The New Trillium Foundation and other agencies are being considered.

## Next steps

- Formulation of a 3 to 5 year Financial Plan
- Circulate Draft Business Plan to Stakeholders
- Circulate letter requesting interest for Transitional Nominating Committee (2 positions) and Board of Directors
- Review feedback from Business Plan and incorporate into Final Document
- Select the two (2) additional persons to the Transitional Nominating Committee
- Engage dialogue with potential funders
- Present Interim Report to the Environmental Services Committee
- Select the majority of the founding Board of Directors for ACTION 2020
- Prepare presentation for Council
- Presentation of Final Business Plan to Council

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## Appendix A

### VISION 2020 – The Sustainable Region

On June 16, 1992 Regional Council adopted “VISION 2020 – The Sustainable Region” as a basis for regional decision making in Hamilton-Wentworth. The vision statement is an image of a better community, a goal toward which we can strive. Sustainable development and VISION 2020 is a challenge to every citizen to think about how their actions can move our community towards a more sustainable future. The following is the text of VISION 2020.

#### Foreword

Sustainable Development is positive change which does not undermine the environment or social systems on which we depend. It requires a coordinated approach to planning and policy making that involves public participation. Its success depends upon widespread understanding of the critical relationship between people and their environment and the will to make the necessary changes. Principles of sustainable development encompass the following:

- fulfillment of human needs for peace, clean air and water, food, shelter, education, and useful and satisfying employment;
- maintenance of ecological integrity through careful stewardship, rehabilitation, reduction in wastes and protection of diverse and important natural species and systems;
- provision for self-determination through public involvement in the definition and development of local solutions to environmental and development problems; and,
- achievement of equity with the fairest possible sharing of limited resources among contemporaries and between our generation and that of our descendants.

These basic values underlie VISION 2020. The vision expresses ideas contributed by citizens through several phases of community participation. It is the beginning of an ongoing process leading to a sustainable region.

#### An Overview

In the year 2020, Hamilton-Wentworth supports a population consistent with the carrying capacity of the region. People live in a region made up of compact urban core areas, surrounded by a rural landscape that includes productive family farms, hamlets and a continuous network of natural areas.



We are an environmentally conscious community where existence of all living things is cherished and where all can breath fresh air, swim in clean streams and lakes and have ample opportunity to observe and experience the wonders of the natural world.

We are an economically, socially and culturally diverse community that encourages opportunities for individuals, reduces inequities and ensures full participation for all in community life.

We are a caring community that gives opportunity and support to all its members, including children, the aged, people with disabilities, immigrants and refugees. People live longer in good health.

Finally, we are a vibrant, vigorous community which builds on existing strengths and attracts wealth producing businesses that work in partnership with government and the community to create a diverse, sustainable economy. Economic growth incorporates non-polluting, energy efficient and environmentally friendly businesses, including traditional manufacturing industries that have been supported and helped to become environmentally sustainable. Business, government, labour and the community have great capacity for innovation in response to global change.

## **The Landscape**

The health and beauty of the countryside and townscape is a source of great civic pride. A protected system of natural areas threads throughout the region, preserving and improving our natural heritage. This system of natural areas and connecting corridors allows wildlife to migrate, enhancing their chances of reproducing and finding food and shelter. A recreational greenway gives residents access to this system of natural areas, in ways that do not threaten ecological processes. Recreation and the needs of wildlife for a protected habitat co-exist.

As a community, we cherish a clean, healthy environment and work to prevent ecological degradation. Waste-reduction, energy-efficiency and respect for ecological systems characterize all aspects of community life and decision making, including government, business and industry. Citizens abide by environmental laws and regulations and help educate each other on ways of living in harmony with the natural world. We are a model for other communities in the way which we integrate short-term economic benefits, long-term environmental and social costs, and indirect economic costs in our evaluation of public and private initiatives.

## **Our Communities**

Urban areas are laid out, and individual buildings designed and located, in ways that maintain community character, respect our cultural and natural heritage, and satisfy people's needs and desires. Urban development occurs within firm boundaries. Green corridors bring nature into the city, giving people easy and convenient access to the open countryside, natural areas and continuous public open space along the bayshore and lakeshore. Our neighbourhoods are models of energy-efficiency, waste-reduction and respect for nature. Human needs for space, privacy, safety, and aesthetic appeal are fulfilled.

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In the year 2020, we know our neighbours. We live in communities and neighbourhoods together with people of all ages and walks of life. Different kinds of activities and land uses are mixed closely together, so that we can walk to meet our daily needs for work, recreation and other services. Each neighbourhood has a central gathering place where essential services such as shopping, health care, education and recreation are clustered around an attractive, car-free common open space. This gives everyone an opportunity to participate in all aspects of community life. Each neighbourhood has a full range of housing types and prices allowing people to live in their communities throughout their lives. This is true also for former suburban industrial-business parks, which have been re-developed with homes and other activities mixed in with the workplace.

Hamilton-Wentworth is a warm and friendly place where people actively care for their community and are concerned for one another's welfare. The streets and public areas are safe at all times. Neighbourhoods have strong local identity. Residents actively participate in community life, to a large extent, controlling the pace and design of change. The decision-making process is easily understood and open to involvement by all. Politicians and public employees take the actions needed to achieve long-term community plans.

## **Getting Around**

An integrated public transportation system serves the entire region in an affordable, efficient, and accessible way. Clean forms of transportation predominate. Public streets are designed and managed (including signals and regulations) to accommodate comfortably and safely, public transit, cyclists, pedestrians and automobiles are complementary forms of transportation. The integrated transportation system gives access to all basic needs. Public transit provides all citizens with easy access to activity areas, as well as to neighbouring communities and cities via convenient and frequent inter-urban transit. Most people can walk or cycle to work because jobs and housing are near one another. Major roads have minimal noise and pollution impacts on adjacent lands, and follow routes that cause little damage to the natural and human environment.

## **Quality of Life**

In the year 2020, disease and disability are being progressively reduced. All of us achieve our full potential in a safe, non-violent environment. Everyone has adequate food, shelter, income and education. Everyone has a valued role to play in family, work and community. We have access to affordable and appropriate health care, regardless of geography, income, age, gender, or cultural background. Cultural institutions and activities are recognized and supported for their contribution to community life and economic health. Cultural institutions reflect our historical development and the contributions of our diverse population.

All of us take responsibility for our health, citizenship and public decision-making. As citizens, we are active participants in cooperative, region-wide community planning. Government is coordinated, efficient and easily accessible. A well-educated, literate population is seen as a total community responsibility. Schools are leaders in effective learning and excellence in teaching. Lifelong learning is valued and supported across

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the community. All citizens are knowledgeable about sustainable development and quality of life issues. Our cultural institutions and groups advocate values consistent with environmental sustainability. Educational institutions instill sustainable values and citizens pursue sustainable lifestyles.

## **Livelihood**

A stable, flexible economy is achieved through the effective use and development of all community resources. This means not only land, capital equipment, and community services, but the continued improvement and retention of a skilled workforce. Economic strategies, set through a cooperative process involving citizens, business, government, education and labour, include effective job-training and re-training programmes. All people can find employment opportunities in the region.

The region is home to numerous firms that carry out research and development and manufacture in sustainable economic sectors. Successful companies are characterized by high production quality and worker productivity, and innovative employment practices such as on-site daycare, jobsharing, work-at-home arrangements, and cooperative, community-based job creation. These companies provide a solid tax base for the region. Business and industry actively participate with government in advanced skill training programmes, including programmes designed to enhance employment accessibility for people with disabilities. Firms are at the forefront of energy efficiency; and population control and prevention; and material re-use and recycling.

Hamilton-Wentworth is now home to a whole new economic sector based on the natural resources of the region. Hamilton Harbour is a base for nature-oriented tourism and recreation that includes the Niagara Escarpment, waterfalls and Carolinian forest areas of the region. The harbour is a vibrant centrepiece for the community and is accessible, clean, and humming with diversity. Recreation co-exists with use of the harbour as an essential marine transportation link.

Agriculture, now considered a strategic community resource, is a vibrant part of the regional economy, which makes a valued contribution to our overall quality of life. The farming community is economically viable and environmentally sensitive, capable of supporting family farming operations that are competitive internationally. The farming community is in harmony with neighbouring urban areas using clean, organic urban waste to enhance the soil. Prime agricultural land is recognized by all citizens as irreplaceable and strong policies and programs ensure its continued use for food production. Moreover, agricultural soils are continuously improved through the widespread use of sustainable farm practices. Vacation farming ensures an enhanced profile for local agriculture.



## Excerpts from Strategies for a Sustainable Community

### Goals and Strategies 1998: The Way Ahead

In the course of fulfilling its mandate the Team was inspired by the many individuals and organizations who continue to recognize that we share a common future and who are dedicated to working together to make the positive changes to make this community sustainable.

The consultative process to develop the over 200 renewed strategies in this document supplied a number of key lessons and challenges which will continue to affect the implementation of the renewed strategies:

- VISION 2020 still has the currency to have broad appeal across many sectors and this is both a strength and a weakness. The breadth and scope of the fifteen theme areas means that the renewed strategies are broad and general – action plans for the strategies must be developed by those who will implement them.
- The Team was challenged to develop renewed strategies that would both meet the high expectations of citizens who desire a faster and more visible pace of change and the expectations of others who think that success would follow from more realistic, pragmatic goals – near and long-term target-setting must address this challenge. Regular reporting on progress must be linked to these outcomes as part of an overall communication strategy.
- The Region's mandate does not cover the full range of issues that citizens see as crucial to the creation of a sustainable community and the renewed strategies were reworded to reflect that. Community-wide ownership of the strategies is necessary - parties such as the area municipalities and non-government organizations must be invited to endorse the VISION and the strategies.
- The on-going involvement of the business community has been a challenge to sustain. An implementation process that maintains productive relationships and engages new partners in all sectors can be fostered through the leadership of credible champions from within those sectors.

The Team has prepared strategies responding to these challenges and incorporated them in the VISION 2020 Program Recommendations section of this report. Also, the Team is recommending that alternative implementing structures and processes be evaluated, including but not limited to such vehicles as a multi-stakeholder implementing committee or coalition, a storefront office and a regular provincial conference on sustainable communities.

## **VISION 2020 Program Recommendations**

### **Goals**

- To inform our citizens, communities and organizations in the private and volunteer sectors about the values and principles of VISION 2020. (Revised)
- To create opportunities for participation in VISION 2020 strategy implementation, action planning and future reviews and evaluations. (Revised)
- To broaden community-wide ownership and partnerships with the Region in activities which support the achievement of VISION 2020 strategies. (New)
- To sustain a population which supports the concept of sustainable development. (New)

### **Implementation of Strategies**

Building on citizen participation, identify potential partners in all sectors whose activities support VISION 2020 and develop working relationships so that cooperative action will implement VISION 2020 strategies. (New)

Prepare priorities and prepare action plans for each VISION 2020 strategy together with appropriate partners which incorporate near and long-term targets, and measurements that help monitor and report progress. [cf. Local Economy] (Revised)

Promote endorsement of the "Renewed Strategies" from key implementing parties, such as the area municipalities, the District Health Council, the Chamber of Commerce, the Naturalist Club, etc. (New)

Appoint a Regional staff member to work with an implementation committee and support citizen actions. [cf. Goals and Strategies 1998: The Way Ahead] (Revised)

Continue the inter-departmental working group which establishes staff in every Regional department to help integrate VISION 2020 strategies with departmental programs and activities. (New)

Prepare and distribute a new edition of the "Sustainable Community Decision-Making Guide" for use throughout the community. (New)

Ensure that when there are conflicting opinions on the merits of differing strategies and actions, decision making is open, clear and accountable and that the necessary trade-offs are recognized. (New)

### **Public Involvement and Communication**

Formulate a "Communication Plan" and a "Public Education Campaign" to promote the values and principles of a sustainable development through programs, media exposure and events. (New)

Broaden awareness of the Sustainable Community Recognition Awards among non-governmental organizations, private companies and government agencies in order to recognize local activities in achieving VISION 2020. (New)

Provide recognition of businesses and organizations that carry out sustainable actions on an on-going basis through a designation such as "Friend of the VISION". (New)

Encourage educational institutions to teach the principles of sustainable development in the curriculum/programs, using available resources.[cf. Education] (Revised)

Support organizations, businesses, industry, and community groups in their efforts to incorporate the principles of sustainable development within their cultures. (New)

Provide incentives for "best practices" in implementing the principles of sustainable development. (New)

### **Formation of the Transition Team**

In June 1992 the Region of Hamilton-Wentworth adopted "VISION 2020 - the Sustainable Region" as a basis for its Regional decision making. The vision statement provides an image of a better, more sustainable community towards which the whole community can strive. Directions, Strategies and Actions for achieving VISION 2020 were established in early 1993.

In 1998, the VISION 2020 Progress Team of 16 citizens and one member of Council was established to lead an extensive review of Hamilton-Wentworth's VISION 2020 strategies. On December 15, 1998, Regional Council endorsed the "Strategies for a Sustainable Community" which resulted from the process. Council also directed:

"That the Progress Team members and community partners evaluate alternative implementing mechanisms and recommend, within four months, a preferred structure that ensures:

- i. long-term commitment to the implementation of the strategies;
- ii. continued and wide community involvement; and,
- iii. an evaluation process to continue to measure progress."

The purpose of a "VISION 2020 Implementing Mechanism" will be to facilitate and catalyze action on the 1998 strategies by a variety of partners in many sectors. This would mean an organization, group or network which can:

- educate and build awareness of the VISION and profile successes;
- ensure that reporting and monitoring processes are effective;
- enlist key partners and credible champions in all sectors;
- obtain voluntary agreements to enact strategies;
- co-ordinate processes of action planning and target-setting; and,
- identify gaps, form partnerships and locate resources for programs and projects.



In order to meet the above stated objectives, the International Council for Local Environmental Initiatives (ICLEI) and the Social Planning and Research Council of Hamilton-Wentworth (SPRC) were hired to develop models of implementation for VISION 2020 based on international sustainable development case examples and local experiences with implementation. The first document *Evaluation of Implementation Mechanisms for VISION 2020: Part 1* written by ICLEI outlined eight case studies based on various models of implementation.

A Reference Group of community members representing various diverse sectors of the community met on March 10<sup>th</sup>, 1999, to discuss the case studies in terms of their relevance to the Hamilton-Wentworth community and VISION 2020. Discussion centered on the advantages and disadvantages of four preferred models of implementation as outlined in the ICLEI report; neighborhood associations, such as those in Seattle and Portland, USA; multi-sectoral partnerships, illustrated by Leicester, England; alliances similar to the Ontario Heritage Alliance; and the type of participatory budgeting which occurs in Porto Alegre, Brazil.

As a follow-up to these discussions, the SPRC presented the second document, Part II, to the Community Reference Group on April 27, 1999 proposing a multi-sectoral partnership model as an implementing mechanism for VISION 2020. The recommended structure would be an independent community based, non-profit organization. Strategic partnerships created with and through such an organization would have the capacity to draw on the resources and commitment of all sectors of the community in order to work cooperatively to fulfill the VISION 2020 dream.

The Group recognized and paid tribute to the work done by the Regional Municipality in developing VISION 2020 and to the implementation which has already taken place through many municipal and citizen activities. However, the importance and breadth of VISION 2020 suggested that the time has now come for an independent body rather than one which is viewed as an integral part of only one organization: one which is accountable to the community as a whole.

The Community Reference Group accepted the SPRC recommendation and decided to form a small working group to move this process forward. This group, the Transition Team, has met 13 times between May 20 and August 31 to create this Business Plan.

## **VISION 2020 Goals**

### **Local Economy**

- To improve the ability of local businesses and organizations to compete both locally and globally and thus provide all citizens with an opportunity to have an income to meet, as a minimum, the necessities of life.
- To increase the number of businesses and organizations that are non-polluting and those that actually produce quality of life products and services that control, reduce and prevent pollution.
- To make Hamilton-Wentworth's labour force the best trained and adaptable in the world to ensure local business and organizations are competitive and innovative
- To eliminate all types of barriers to employment.
- To promote Hamilton-Wentworth's environment as a desirable place to live and work.

### **Agriculture and the Rural Economy**

- To ensure Hamilton-Wentworth Region has healthy soil and water from which to produce food for our community.
- To ensure sufficient land is available to grow for future generations.
- To make agriculture a viable economic activity in Hamilton-Wentworth.
- To improve understanding of agriculture concerns by urban dwellers, new comers to rural areas and local governments.
- To ensure Hamilton-Wentworth is a community of people educated with regards to agriculture and healthy, sustainable food production and consumption patterns.

### **Natural Areas and Corridors**

- To develop and protect a system of interconnected natural areas which provides for the growth and development of native plants and wildlife and, where appropriate provides access for all citizens of Hamilton-Wentworth.

### **Improving the Quality of Water Resources**

- To ensure the water quality in steams, Cootes Paradise, Hamilton Harbour, Lake Ontario and other surface bodies is generally good, that the water is clean and clear and that swimming is a safe activity.
- To identify and virtually eliminate sources of potential chemical contamination.
- To reduce the municipal water use of households and businesses.
- To restore adequate habitat for fish and birds so that populations are healthy and productive.
- To ensure the quality of groundwater throughout the Region is suitable for drinking and is a source of pure recharge for surface waters.
- To ensure that water quality is not affected by run-off and sedimentation due to changes in the landscape.
- To make the Lake Ontario and Hamilton Harbour waterfronts accessible, safe and attractive for recreation.

**Reducing and Managing Waste**

- To reduce the amount of waste generated by residents, businesses and government in the Region.
- To virtually eliminate hazardous waste in Hamilton-Wentworth.
- To safely and responsibly manage waste.

**Consuming Less Energy**

- To reduce the consumption of non-renewable energy and eliminate the excessive and wasteful use of energy.

**Improving Air Quality**

- To ensure the Region has the best air quality of any major urban area in Ontario.
- To reduce greenhouse gas emissions 20% from 1990 levels.

**Changing Our Mode of Transportation**

- To develop an integrated sustainable transportation system for people, goods and services which is environmentally friendly, affordable, efficient, convenient, safe and accessible.
- To encourage a shift in personal lifestyle and behaviour towards transportation choices that enhance personal health and fitness, save money, and have the lowest environmental cost.

**Land Use in the Urban Area**

- To curb urban sprawl and suburban encroachment onto rural and agricultural lands.
- To encourage development which makes efficient and economical use of infrastructure and services.
- To minimize the environmental, social, and financial costs of new development to the residents of Hamilton-Wentworth.
- To preserve our natural and historical heritage.
- To redevelop Hamilton's central core as the regional centre.
- To reduce commuting distances.
- To use alternative modes of movement, such as, walking, bicycling, and public transit everyday.

**Arts and Heritage**

- To achieve community-wide awareness and participation in the arts and our natural and cultural heritage.
- To ensure artists in all disciplines have opportunities to develop and share their art with the community.
- To ensure arts and heritage organizations are financially vital and effective in serving the community.
- To celebrate and preserve the diversity of our natural and cultural heritage and recognize the contribution of first nations people.



**Personal Health and Well-Being**

- To provide adequate and appropriate health care services for all citizens.
- To increase the number of years of good health for all citizens by reducing illness, disability and premature deaths.
- To promote health and prevent disease and injury.
- To improve personal health status.
- To develop a caring community which gives support and opportunity to all its members.
- To reduce the number of families living in poverty.
- To develop the social and physical environments to create a barrier-free community that allows all citizens to participate fully in community life.

**Safety and Security**

- To develop the social and physical environments that allow all citizens to participate fully and safely in our community, schools and workplaces.
- To have effective plans that identify, reduce and manage risks.
- To prevent violence and abuse in our community.

**Education**

- To raise and sustain necessary levels of literacy and education and foster a climate that supports lifelong learning.

**Community Well-Being and Capacity Building**

- To enable participation by all citizens and communities in government decisions and in the development of cultural, educational and health and social services.
- To ensure public activities and decisions at all levels of government are coordinated, efficient, effective and easily accessible to all citizens.
- To develop our economic, social and physical environments so as to enable the participation of all citizens and communities in local and regional community life.
- To develop cultural institutions, public facilities and parks and open space which inspire community pride and sense of place.
- To build and develop the capacity of individuals, community organizations, the private and non-profit sectors to be self-reliant.

## Appendix B

### Stakeholder Needs and Expectations

In keeping with the consultation principles, established previously by the Progress Team, the Transition Team committed to engaging potential partners and stakeholders as a key component of their communication strategy. This phase of the communication strategy involved conducting individual interviews with community members, business sector and government representatives. The purpose of seeking stakeholder feedback was to assist the team in their planning, and to ensure that potential partners and stakeholders were informed of the progress throughout this phase of development.

In total, 12 people participated in the individual interviews in the months from June to September, 1999.

#### Community Reference Group Members:

Bill Gair	Manager of Communications	Dofasco Inc.
Don Jaffray	Executive Director	Social Planning & Research Council
Bill Pearce	Director	Long Term Planning
Jim Thoms	Chief Administrative Officer	Town of Ancaster
Fred Eisenberger	Regional Councillor	Alderman Ward 5
Ken Hall	Chair	VISION 2020 Citizen's Committee
Marion Emo	Executive Director	District Health Council

#### Other:

Marvin Ryder	Assistant Vice-President	McMaster University
Doug Lychak	City Manager	Region of Hamilton-Wentworth
Dave Wilson	Regional Councillor	Alderman Ward 4
Terry Cooke	Regional Chairman	Region of Hamilton-Wentworth
Urmus Soomet	Corporate Secretary	Dofasco Inc.
L. Coveyduck	General Manager	Community Planning & Dev.

The key questions asked during the individual interviews were:

- What has your involvement been with VISION 2020?
- What will be critical for the task force to consider when planning and developing this organization?
- Who are other key stakeholders?
- What steps should we ensure we take to enlist ongoing support?
- What are the critical success factors in creating a successful organization?
- What are the barriers and challenges to be aware of?
- Other comments?

This section of the business plan summarizes the key findings resulting from the above questions. Personal responses have been categorized under the sections identified on the following page.

**What will be critical for the task force to consider when planning and developing this organization?**

- Prioritization of strategies - a need to identify resource requirements, timelines
- Look for some quick successes
- Key implementation issues
  - resource requirements - people, finances, forecast potential challenges
- To be positioned as a Quality of Life issue
- Initiatives should be broken down into the individual legs of the stool, in order to provide greater focus
- Promotion is key - this should be "sold" to the public and it needs to obtain broader political support, and be kept in the public eye
- Needs to be seen as a broader issue and not just an environmental issue
- Board of Directors will be important to establish credibility - should represent all sectors
- Clearly defined purpose with identified programs
- Keep this step of the planning simple
- Business sector needs to feel they are equal partners

**Who are other Key Stakeholders?**

- Politicians - Mayor, Regional Chairman, other Aldermen, City Manager
- Citizen's Committee
- Business Sector representatives
- Original Task Force Members
- Other formal groups

**What steps should we take to ensure we enlist ongoing support?**

- Consultation process is a good way to keep connected - keep process open for people to stay connected and to contribute

**What are the critical success factors for creating a successful organization?**

- Forming a non-profit organization
- Securing appropriate and adequate funding
- Establishing short and long term targets - being able to show early achievements and communicating it - "success builds future and supports involvement", initial programs that create success
- "Just do it"
- Well defined purpose
- Broad based membership (representing 3 legs of the stool)
- Initial programs which achieve quick success
- Development of an implementation process, which includes a mechanism to prioritize activities



**What are the barriers and challenges to be aware of?**

- Hazards inherent in VISION 2020 – competing interests, tension in model
- Bringing different elements of the community together to work cooperatively
- Measuring progress - being able to show the gains and to show success attributable to VISION 2020
- Understanding the risks of managing a complex organization
- Regional restructuring - emphasis on efficiencies - make sure this is seen as a core activity

**Other Comments**

- Hamilton has a strong volunteer ethic, diverse community; so the best approach would be to build on the strengths that exist
- Consider how the existing Citizen's Committee is incorporated into the new organization
- One of the other benefits of this development is the process of building bridges within the community
- Think about ways of continuing to communicate back to the Community Group to keep them updated on the progress of the Transition Team
- Citizens will need to feel that VISION 2020 can be achieved in a lifetime
- Think about strategies that will increase critical mass; and then the initiative starts to look after itself
- It is a positive move to bring this organization forward, so decisions can be made to provide appropriate support

## Appendix C

### Existing Programs and Activities

#### 1. Administrative support activities (current)

Community Planning staff maintain mailing lists, arrange internal/external printing of documents, letter templates, storage and distribution of documents, slides, T-shirts, banners, logos etc.

Recommended Action:

- Transfer of these functions should occur as soon as possible but an interim in-kind contribution of the Region is the best way to ensure continuity. Periodic assessment will need to occur and specific expectations spelled out for any in-kind contributions.

#### 2. Annual Sustainable Community Day (current)

The VISION 2020 Citizens Committee coordinates the participation of a variety of organizations and volunteer citizens in the planning and staging of the Annual Sustainable Community Day - a public gathering to celebrate success and monitor progress towards VISION 2020. The day has taken a variety of formats and settings over the past 6 years.

Recommended Action:

- ACTION 2020 should have complete responsibility for organizing the Annual Day, ideally starting with the Year 2000 Annual Day.

#### 3. Sustainable Community Recognition Awards (current)

A sub-committee of the Citizens Committee coordinates the awards program and is now in its third successful year. Certificates are presented and announced at the Annual Day. Tree planting in honour of the awardees has been funded by the Friends of Environment, and the Region through the Hamilton Air Quality Initiative with the City of Hamilton Parks as a partner.

Recommended Action:

- The awards program should become a responsibility of ACTION 2020 but existing relationships (e.g. BIAs) and the people involved in the awards committee should remain intact.

#### 4. Local Presentations/Speaker's Bureau (current/planned)

Local organizations often request a guest speaker to present the VISION 2020 strategies. Presentations have been made by Regional staff and the Chair of the Citizen's Committee. The Media and Promotions sub-committee of the Citizens Committee and Regional staff began the establishment of a 'speakers bureau' to proactively arrange presentations for service clubs and involve more people in making the presentations.

Recommended Action:

- This responsibility should be immediately shifted to *ACTION 2020*.

**5. Newsletter (current)**

The VISION 2020 newsletter is in its second year featuring quarterly editions. The preparation, mailing and printing of some 2,000 copies of the newsletter has been done by Regional staff with editorial direction and some writing from the Media and Promotion sub-committee of the Citizen's Committee.

Recommended Action:

- The newsletter should become the overall responsibility of *ACTION 2020* immediately – in-kind Regional technical support may be practical on an interim basis.

**6. Citizen Involvement - Volunteer Coordination (current)**

The Citizens Committee and its projects are the vehicle through which citizen volunteers can become actively involved. One rationale for creating a new organization was to develop better volunteer recruitment, orientation, management and task assignment.

Recommended Action:

- Volunteer coordination should be understood as a key function of *ACTION 2020* staff and resources allocated accordingly.

**7. Sustainable Community Monitoring Program (current)**

The annual Sustainability Indicators are selected measures reflecting a subset of the VISION 2020 goals. The indicators were designed as a public communication tool to monitor community-wide progress towards a sustainable community – i.e.; to help answer the question are we achieving our goals?

The process of selection and report card format has received recognition worldwide and won awards as one of the first of its kind. However, a number of issues have developed over the years regarding data availability and “false” indicators. The Community Planning and Development Division is currently renewing the indicators, has initiated a “sustainable community monitoring network” as part of this renewal and is planning a new release event and to stimulate more community discussion over the implications of the indicators. Moreover, the monitoring function involves more than measures of community conditions and trends – there is an absence of meaningful targets for many VISION 2020 goals.

Recommended Action:

- The Region should continue to gather data and compile the Indicators report but deliver it to the *ACTION 2020* board on an annual basis;
- The function of publicizing, distributing the document and fostering public commentary/discussion about interpreting the results should be a function of *ACTION 2020*; and,
- Initiating a process of target setting should probably be coordinated as a multi-stakeholder exercise by the *ACTION 2020* partnership with the Region playing a



technical support role – e.g. preparing comparative studies for benchmarking purposes.

## **8. Endorsement for “Strategies for a Sustainable Community” (current)**

Following the publication of the Strategies for a Sustainable Community the Region has asked the Area Municipalities to endorse the VISION, goals and strategies. Some have, others have yet to respond.

### Recommended Action:

- The role of gathering the support and participation of other community organizations, institutions and levels of government should be the responsibility of the ACTION 2020 partnership presumably as part of the leadership for the theme area task forces.

## **9. Conferences/Seminars/International Relationships (current)**

The VISION 2020 program and particularly the relationship between municipal policy and program planning and on-going community participation in goal setting has been of great interest to academics and professionals both nationally and around the world. Community planning staff make presentations at local universities and participate in a number of conferences based on the VISION 2020 experience. The Citizens Committee members have been part of delegations from Hamilton-Wentworth to other parts of the world as well as part of hosting international delegations.

Interest in ‘marketing’ the VISION 2020 experience has been expressed by several local consultants. The establishment of a ‘Sustainability Training Resource Centre’ by the ACTION 2020 organization may facilitate the participation of both private sector and public sector partners.

### Recommended Action:

- Community planning staff expect to maintain diverse relationships with national and international organizations as well as local research institutions. It is an important opportunity to learn from colleagues about “best practices” or to evaluate programs. Responding to outside requests for participation will likely be a shared responsibility and should be managed cooperatively.

## **10. Mobile Exhibit Partnership/Deployment (current/planned)**

This project was initiated and planned through the Citizen’s Committee but has since taken a life of its own. It is a partnership of the Region, Mohawk College and the Hamilton and Region Arts Council (HARAC). A Project Coordinator is an employee of HARAC with external funding proposals/applications made jointly by the three partners. A trailer with a video, educational modules and small stage has been built and will be deployed at community events beginning in the year 2000. A school component of the deployment is being planned. The exhibit is a highly visible outreach activity with parallel opportunities to forge new relationships. Many sponsors and volunteers have participated.

Recommended Action:

- The existing project management framework, i.e.; a Steering Committee of the Region, Mohawk and HARAC should be maintained. Agreements around storage, licensing, ownership and transportation of the trailer should stay in place.
- Once the ACTION 2020 organization has staff and the organizational capacity, managing the deployment of the exhibit should become its responsibility - i.e. the deployment coordinator should become an employee of ACTION 2020.

**11. Website (current/planned/proposed)**

The current VISION 2020 website is part of the Region's site/server. However, a domain name has been registered (VISION 2020) so that a separate identity could be created. Overall redesign is necessary, as the site is difficult to navigate. A plan for redesigning the CALL registry is being prepared by a volunteer. A proposed web-based role-playing game was under discussion with McMaster University and a local software company and is currently on hold.

Recommended Action:

- The Region should continue to support the website until the new organization is prepared to take it over.
- Should be assessed on at least an annual basis.

**12. Decision-Making Guide/Interdepartmental Staff Working Group (current)**

Community Planning staff supports a director level, interdepartmental committee whose purpose it is to integrate VISION 2020 into departmental activities.

Recommended Action:

- This is generally an internal function and will not be transferred. However, a formal liaison should be maintained between the Working Group and the new organization – e.g. the chair of the staff working group could be an ex officio member of the board or some similar arrangement.

**13. Education Sub-Committee (planned)**

The Education sub-committee of the Citizen's Committee has the objective of placing a VISION 2020 poster in each school. The Region has prepared a draft poster. Approval, printing, and distribution is proposed to occur in the fall of 1999.

Also, over the years, a variety of presentations to school classes have also been requested and carried out by Regional staff. However, the sub-committee has agreed that the real need is for curriculum resource materials on sustainable development for professional educators. No clear approach of how to work with the school boards has been developed.

Recommended Action:

- The development of the poster should continue. Depending on timing, printing may be a Regional contribution and distribution responsibilities could be transferred to ACTION 2020.
- Relationships with the school boards regarding VISION 2020 should be the responsibility of ACTION 2020.

**14. Periodic Comprehensive Review/Renewal of Strategies (past/planned)**

The planning, research, coordination and resources for the diverse elements which underpinned the year long VISION 2020 Progress Team process was considerable (e.g. Implementation Review, workshops, community development and education forums, key informant panel sessions etc.) The recommendation of the Progress Team was that such a comprehensive review take place every five years – ideally preceding the policy-making cycle of the municipality.

Recommended Action:

- The ACTION 2020 organization should be established with a recognized mandate from the City/Region to make recommendations directly to Council on when and how this review should occur.



## **Past Activities and Programs to be Re-Assessed**

### **1. Young Citizens' Program (past/proposed)**

Designed with the assistance of the McMaster Institute of Environment and Health this program involved 20-30 high school students from area schools and was held twice. The students were brought together over several days and went through a number of exercises together. Role-playing games where students acted out a multi-sector decision-making process with real community advisors from these sectors was part of the programming. The program was exceptionally well-received and involved community activists, politicians and business people. Certificates were presented to the participants.

#### Recommended Action:

- The new Board and staff should consider reviving the program as a way to engage educational institutions and build support/understanding among youth. The Region might be a partner in delivering the program.

### **2. Children's Sustainability Fair (past/proposed)**

This program was staged in 1996 and 1997 in parallel with the Annual Day – attracting 1,600 and 2,000 school children each year. The Community Planning and Development Division hired program coordinators on externally funded grants. Many community not-for-profit organizations and agencies set up activities or displays. The program was attractive to corporate and institutional sponsors but took a lot of energy to manage. Based on evaluations of the event, a Youth Corps Canada "Sustainability Educators" funding proposal was developed to take the program into the schools themselves under the coordination of Green Venture. This application was not funded.

#### Recommended Action:

- The new Board and staff should consider reviving the program based on external funding availability. (Staff expertise in proposal writing will be critical.)

### **3. Crazy Commute (past)**

A media event to draw attention to air quality/transportation goals of VISION 2020.

#### Recommended Action:

- This type of event should be sponsored by other community organizations such as the Hamilton Air Quality Implementing Committee or the "mass ride" coordinated by OPIRG rather than by the new organization.









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